

21 October 1960

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Inspector General's Report on Training

1. The following comments resulting from our review of subject report are in the same order as relate to the items identified under paragraph 3 of the Deputy Director (Support) memorandum of 5 October.

- a. Overall I believe that the report represents a good basic reference and point of departure for identifying and taking action on long-term training needs. There will undoubtedly be significant differences of opinion with respect to specific proposals, especially in the areas of capability, justification of costs, and emphasis on formal training as contrasted with work experience in the developmental process. The broad pattern as summarized on page 155 appears to be one, however, to which most can subscribe.

(1) The experience of the Audit Staff with respect to clerical personnel has not been that indicated by the Inspector General. There has been very little turn over and none in the past three and a half years. If such misuse of clerical personnel as indicated by the Inspector General exists, there is need for reappraisal of usage and requirements, as well as reassessment of the clerical training program. It is my understanding that the A&E Test is materially more difficult than the Civil Service Test. If such is the case, reassessment should include determination whether our requirements, in fact, justify the higher standards, or whether lower standards might not help in overcoming attrition and meet competition for clerical employees without sacrificing competence necessary to satisfy actual requirements.

(2) Regardless of the soundness and capability of a training program, unless management generally recognizes and supports training as an integral, desirable and effective part of the development of personnel, participation in training is likely to represent merely pro forma compliance with regulatory dictates. The proposed board is one technique which might be employed in the effort to improve the understanding and acceptance of the benefits of training, and creation of the attitudes and atmosphere

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necessary to a positive, successful training effort, as well as result in courses more responsive to requirements.

- (3) The position taken by the Inspector General is that in view of the obscure objectives and questionable contributions made by the Officer Reserve Active Duty Training Program, it must be regarded more as a convenience than a necessity and, therefore, its continuation is not justified. I do not have the detailed knowledge necessary to evaluate this opinion, nor do I know what training the Inspector General had in mind. I can agree that International Communism should be taught to the reservists, but why not have the reservists take it in the regular Agency course and thus avoid the cost of special arrangements for them as a group?

- (4) I subscribe wholly to the concept which envisages comprehensive intelligence training for all professional officers of the Agency. I have, however, some reservations as to whether the needs for specialists, as in the case of the Audit Staff, would be satisfied by centralized "pool" recruitment which may or may not recognize and give adequate attention to our modest and intermittent requirements in a timely manner. Whether processed as JOT's or otherwise, Audit Staff and other specialist requirements must be met by the recruitment of specialists who have obtained significant technical training and experience prior to recruitment and who will be processed for specific ultimate assignments. It would seem to me that the training objective could be met by continued recruitment of specialists for specified offices and purposes, but in terms of reference and approval which would assure their acceptance and participation in a JOT or equivalent training program on initial entry into service.

Further, I would urge that specialists recruited for specified purposes not be identified as JOT's, but rather carry the designation of the specialty for which hired. The designation JOT carries a connotation of "generalist" whose "specialty" will be determined as training progresses on the basis of demonstrated aptitude, capability, temperament and the "chance of assignment." In short, while I agree with the training concept inherent in this recommendation, I feel that the proposal seems to imply that training is contingent on the basis of recruitment. I do not agree that such should be the case.

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Also, there are many presently employed junior and middle grade professionals whose value to the Agency, as well as development, would be enhanced by at least the academic portion of the JOT Program. These persons should not be overlooked in our efforts to develop well rounded intelligence personnel.

- (5) This recommendation appears to be well taken. In view of the Agency investment in the training program all means should be used to assure that the very best fitted types of individuals are selected for careers in the specialized functions of the Agency. Line officers with wide experience in the operations of the Agency and its requirements in terms of caliber of personnel are best qualified to judge the candidates in light of the practicalities of operations.
- (6) I question whether outsiders with their limited knowledge of Agency operations would be in a position to contribute much to the selection process beyond a rather academic examination of background and achievements. I feel that the Agency is equally capable of exercising this judgment and, in addition, has the advantage of doing so against a background of intimate knowledge of requirements and attributes desirable in the conduct of Agency activities.
- (7) I concur in the observations and recommendations relative to the need and desirability of mid-career training. The suggested seminar, by expanding contacts, furthering general and specific knowledge, increasing the sphere of understanding, and stimulating thought, should improve these officers, enhance their potential, engender an *Esprit de Corps*, and redound to the benefit of the Agency and the Government.
- (8) I concur in the recommendation for a senior officer program.

2. No other comments or recommendations in the report are considered pertinent or appropriate for Audit Staff comment.

Chief, Audit Staff

Distribution:

Orig. & 2 - Addressee

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